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Provided By:



Introduction to Proception 2

Individuals have a recognizable and understandable behavioral style. Style can be described as the way in which people think, solve problems, express feelings and interact with others to get a job done.

Proception2 identifies and describes those external behaviors, which each style displays to others in a work environment. It uses a model of behavior developed by William M. Marston known as DISC. Marston's model has been tested, proven accurate and effective with tens of thousands of people for more than 30 years.

The terms most often associated with Marston's DISC Behavioral Model are:

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|-----|------------|---|-----------------------------------|
| (D) | Dominance | - | ability to solve problems |
| (I) | Influence | - | ability to influence and persuade |
| (S) | Steadiness | - | reaction and response to change |
| (C) | Compliance | - | dependence vs. independence |

These factors can range in intensity and work independently or in tandem with the other behavioral factors.

The interrelationship of these factors describes how an individual responds to the work environment. The Proception2 report puts in writing how an individual's DISC behavioral traits impact their work environment.

The report generated by this analysis is designed to help individuals and management achieve a better understanding of this individual's behavioral style. It will provide helpful insight into the individual's behavioral strengths and areas in need of possible improvement. The Proception2 report can also be used to develop strategies and methods to help individual's increase their personal flexibility in their work relationships with their managers, peers and staff.

Notable Primary Behaviors

We all have a basic behavioral style that we bring to our work environment. Proception2 produces an overview of John's basic behavioral style based on his responses to the questionnaire. This report discusses how he prefers an function in his work environment. Read this section of the report carefully to get a good understanding of his basic behavioral style.

D = Dominance - How John Solves Problems

He has the unusual ability to have an awareness of what is appropriate in any given situation. John acts quickly, with confidence, stating what needs to be accomplished. He will often openly challenge those who make opposing comments. John will use his personal power and authority to provide direction to others, while informing them of what must be accomplished. He will often vent his anger quickly, but it will usually subside just as quickly. John will find it easy to exert tremendous effort when accepting a challenge or getting a job done. He will have the expectation that others will feel the same and that they will respond by making a similar effort. When John puts the last touches on a successful job, he hardly ever wants to take a break. He will be more determined if you give him kudos for his past performance and adding a new goal that will challenge him further. John can often offend and intimidate others with his direct, forceful style. His manager should keep in mind that he is a competitor. John is adept at being able to anticipate potential problems. He will consider the possible options and decide which of them will be most effective for the organization.

I = Influence - How John Influences Others

He brings a lot of personal power and energy to his job, meetings, and personal relationships. He works to win others to his way of thinking or point of view using his charm, popularity and humor. John will want to have time to talk about things other than business. Being people oriented, he will eventually get to the purpose of the meeting, but will want to have time to talk about other exciting non-business interests. John will be motivated to stand out from others in some manner. He is full of energy and enthusiasm, while being gregarious, because he dislikes being alone. John will most often be seen as the person full of enthusiasm and excitement. He will use his popularity and charm when working with others. His goal will be to stimulate and motivate them to take action. People with John's style will tend to be impulsive. This often leads to acting first and thinking about the outcome later. He will often have to work out the problems that he actually created. Others will have little difficulty in recognizing his style. During meetings He will be squirming in his chair, moving his legs and feet, drawing on a note pad or even standing up out of boredom. John is easy to read because he tends to wear his emotion on his sleeve. His voice, facial expressions and body language will give him away. John will enjoy life regardless of what he is doing. He approaches life with the thought that the best is yet to come. John will often find that he is putting off important projects or jobs until the last minute. He will often attempt to operate a piece of equipment without ever reading the instructions. If he can't get it to work, rather than read the instructions, he will seek out someone he knows and ask him or her to show him how to operate it. He needs to realize that his high trust can often lead to being taken advantage of. He will often find himself talking or doing before thinking things through. People with John's style have a quick wit and are often quite good with one-line zingers. He will need to understand the impact his off-the cuff remarks may have on his relationships with others.

S = Steadiness - How John Reacts and Responds to Change

He will be quite realistic about his own abilities and can be versatile in his approach to the situation or job. John will often be seen responding quickly to change, and will be on the lookout for new ideas and challenges. John will constantly be looking for ways to speed-up the process of getting a job done. Because he may have many projects underway at the same time, he could use assistance from others to bring them to completion. He can be quite capable of adapting to any situation. John prefers working in new, different and exciting situations. When his team is faced with many different choices, John will accept the responsibility of making a decision. John's resourcefulness lends itself to excitement, because his approach is often unusual and he barely ever lets the dust settle on one idea or project before he is speculating on the next. New projects are begun and dropped as he goes in pursuit of the latest great idea. Don't expect John to be able to sit in his office or work cubicle for long-drawn out periods of time unless there is a choice of things to work on. He wants the authority to move about whenever he feels the need. He can often be heard saying, "Don't just stand there, do something." John can become frustrated when he has to wait for others to catch up or catch on. John believes that each person has the responsibility for finding and verbalizing his free will, self-determination and independent style.

C = Compliance - How John Displays Independence or Dependence

John is adept at using good judgment when he interprets rules and procedures. He will adopt a new course of action; purchase a new product or service by using his personal experience along with known facts to reach a sound decision. He has the capacity to "wing it" and is happiest when he is on his own, but he does understand the need to adhere to certain rules and procedures. He will find it difficult to approach problems in a "tried and true" manner, and will want to attack problems using "bold strokes" and unprecedented methods. He prefers yes or no answers and wants to hear no maybes. He is dedicated to his own ideas, is not shy about exposing his preconceptions, and he will eagerly argue a point. John will not normally accept a co-workers' condescending, "know-it-all" approach. He can willingly puncture the bubble of those people. John will state additional facts to ensure that another alternative could be available.

Preferred Work Environment

Most people have the ability to be flexible and use their intelligence to adjust their behavior to be comfortable and productive in various work environments. John has a work environment that he feels most comfortable in. It is an environment in which he can produce his best results. The factors listed will provide John with an outline of his Preferred Work Environment. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

A Work Environment:

- 1) Where he is able to achieve immediate, visible and tangible results.
- 2) Free of most rules, procedures and guidelines.
- 3) With the ability to work in an environment without routine.
- 4) That allows him to use his creative thinking to find new ways to do things.
- 5) That lets him use his ability to improvise.
- 6) Where he can develop his talents and skills.
- 7) Where he is not bound by tradition.
- 8) Where he has the opportunity for success as an individual.
- 9) Where others provide documentation and follow-up.
- 10) Where he can easily move from one activity to another.
- 11) That will let him channel his high energy level.
- 12) That is unpredictable, with opportunity and excitement.

Potential Strengths In Business

An important part of every organization is its ability to use the inherent behavioral strengths of each member of the team. The Proception2 report highlights potential behavioral traits and aptitudes John brings to the work environment. This information will help John and his organization understand and maximize his behavioral strengths. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

- 1) Attempts to achieve bottom line results.
- 2) Challenges conventional practices.
- 3) Sets ambitious growth goals.
- 4) Excels in developing spontaneous ideas.
- 5) Demonstrates a positive mental outlook.
- 6) Communicates with ease, with any style.
- 7) Is committed to his own ideas.
- 8) Is committed to delivering results.
- 9) Prefers new frontiers and uncharted waters.
- 10) Is creative and will approach problems from a different perspective.
- 11) Has great wit and snappy comebacks.
- 12) Displays energy and vitality in performing daily responsibilities.

Strengths To The Team

This section of the Proception2 report outlines the positive behaviors John will contribute to the team. Each behavioral style has strengths that can benefit a team. This section of the Proception2 report highlights the behavioral strengths John is capable of bringing to his work team. Use this information to place John on a team where his strengths will be maximized to benefit the team and the organization. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

- 1) Prefers to meet difficulties head-on, rather than skirting the problem or issue.
- 2) Builds strong teams to meet performance goals.
- 3) Displays strong leadership in a team environment.
- 4) Will work with team members who find him optimistic, open and friendly.
- 5) Enjoys being part of a team environment.
- 6) Breaks up the monotony of teamwork or meetings.
- 7) Will be willing to explore any avenue in his approach to an issue or problem.
- 8) Is not afraid to make some mistakes along the way, using trial and error to reach a conclusion.
- 9) Sees people for the positive qualities they bring to the team.
- 10) Sets an example for other team members by the amount of work performed.
- 11) Will make team meetings and other organizational gatherings exciting.
- 12) Has the ability to work with team members regardless of styles.

Adjustment To The Work Environment

As individuals we adjust our basic behavioral style to meet the requirements of the workplace. This section of the Proception2 report demonstrates how John adjusts his Primary behavioral style to meet these requirements. The more this section is different from John's Notable Primary Behaviors section, the more he may feel the need to adjust his behavior to meet the demands of his work environment. Little adjustments generally indicate that he has found the comfort zone in his environment. As John establishes or changes his workplace roles or goals, he will move in and out of his work environment comfort zone.

D = Dominance - How John Solves Problems at Work

A major strength of John will be his ability to tolerate differences of opinions from others. He will often have worthwhile convictions, but can often find him conceding to others who firmly state their opinions. John will not want to take big risks, and he will be careful to consider the pros and cons of his decisions.

I = Influence - How John Influences Others at Work

John feels that his Primary behavioral style is just what is needed when he is working with the people he relates to in his present work environment. Refer to the Notable Personal Attributes section paragraph two.

S = Steadiness - How John Reacts and Responds to Change at Work

John prefers to operate in an arena that does not have much structure. He tends to act impulsively rather than make organized plans. He will prefer to operate in an environment where there's a great deal of activity, little structure, and where direction can be changed on a moment's notice. John has many projects underway at the same time. At times, he may have so many active projects, he may not be realistic about his ability to get them all accomplished. He may view group functions as a waste of time because they normally require a considerable amount of time to reach a decision. He will often display his restlessness and discontent with his co-workers, manager or organization. John wants to be seen as his own person and will often express disapproval of what he feels are stereotypes. When working with the same people over a period of time, he can become frustrated and show signs of boredom when routine relationships are the norm. This boredom can cause him to explore new acquaintances and even consider a change in his job or career.

C = Compliance - How John Displays Independence or Dependence at Work

He can be quick to pinpoint why a system is not operating properly or getting the job done as expected. John would prefer he not have close supervision from a manager or supervisor. He feels close supervision may impede his potential for exploring leading edge ideas, challenging current thinking and trying the unusual. John can easily feel that a work environment or situation, where a precedent has been established, will quickly escalate into a circumstance in which others will attempt to control his actions just for the sake of being in control. This type of work environment can be very frustrating to John. John wants to make decisions by evaluating his options. He feels that options are far more helpful than someone's opinion. People with John's style resent restrictions and following others rules and directives. He prefers to be measured by the results he produces. He is often the exception that proves the rule and he relishes every minute of it. He will be ready to attempt anything once. He will want to do it his way without involvement from others. Even though others may see the decisions John makes move the project to the cutting edge, he will not hesitate to do everything in his power to ensure the decisions are not only feasible, but also correct.

Performance Enhancement

Individuals want to have input into how they prefer to be managed and related to in their respective work environment. This section of the report outlines for John, areas of potential behavioral needs that will allow him to do his best work. He can, along with his supervisor/manager, develop a personal improvement plan. A plan that will give him the opportunity to participate with management in discussing and determining his personal performance enhancements that can lead to increased productivity. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

John needs:

- 1) To make certain he is realistic in setting timeframes and deadlines.
- 2) To work at not getting defensive when he is challenged.
- 3) To define the problem before he attempts to solve it.
- 4) To make an effort to inspect what he was told he could expect.
- 5) To put important standards and expectations in writing and communicate them clearly to others.
- 6) To supervise others until they have developed their skills and abilities.
- 7) A boss who is tolerant of his ability to think outside the box.
- 8) Performance expectations in writing to keep him on task.
- 9) To be able to devise his own methods of getting results and to be measured by results, not methods.
- 10) To manage his efforts and energy in making certain the work or project gets the same attention at the end as it did in the beginning.
- 11) Time away from his job in sufficient amounts to avoid stress and potential job burnout.
- 12) An awareness that he may overextend his physical abilities and those of his associates.

Personal Performance Motivators

All motivation comes from within. Each behavioral style is driven by different motivational needs and desires. Performance improves when personal motivators are included in the work environment. While some of the performance motivators listed on this page are being met, there are others that are not. It will be helpful for John to note the motivators that are important to him, but are not being incorporated into his daily motivation and supervision. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

John prefers:

- 1) A position with enough prestige to make others aware of his power.
- 2) The ability to give advice, and desires others to follow it.
- 3) An arena where he can compete.
- 4) An environment where he can use a spirited and exciting approach.
- 5) Opportunities to think quickly on his feet.
- 6) The ability to participate in new experiences.
- 7) High risk, high reward opportunities.
- 8) Freedom from having to report to superiors on a regular basis.
- 9) The chance to solve problems or issues without outside interference.
- 10) The opportunity to be in on creative think tanks and ground floor opportunities.
- 11) Others to involve him in ideas, projects and work that he is passionate about.
- 12) A work environment with the ability to initiate and maintain many active projects.

Personal Growth Suggestions

Each of us prefers to see ourselves in a positive way. While John brings many outstanding traits and strengths to his work environment, there may be areas of his behavior, which could hamper his success. This area of the Proception2 report contains suggestions to consider relating to the behavioral tendencies that may slow or hinder his achievement of desired performance goals. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

John may have a tendency to:

- 1) Become so intense he may override others or overstep authority.
- 2) Become so demanding that the standards he sets may be unachievable.
- 3) Be a situational listener.
- 4) Oversell his ideas and what he can accomplish.
- 5) Put important items off until the last minute, feeling he can get it done under pressure.
- 6) Work in spurts, which may not be permitted by the job.
- 7) State his opinion, even when it is not wanted.
- 8) Not be concerned about how the results were produced, but rather that the results were delivered.
- 9) Let his preconceptions and biases show while arguing his point.
- 10) Have difficulty prioritizing because he tends to have many projects ongoing at the same time.
- 11) Agitate others and he may be easily agitated.
- 12) Attempt humor that may be sarcastic or sardonic.

Communication Builders

Communication is the cornerstone of building relationships and improving productivity. Communicating with John will be accomplished best by incorporating the recommendations outlined on this page. Using these recommendations with John will provide an opportunity to improve communications, reinforce relationships, promote credibility and gain increased productivity. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

When communicating with John do:

- 1) Keep memos, messages and letters short.
- 2) Speak more rapidly than usual.
- 3) Increase the frequency and intensity of your eye contact.
- 4) Take care to not be redundant.
- 5) Show more feelings and emotion yourself.
- 6) Provide incentives.
- 7) Allow opportunity for disagreement.
- 8) Talk about results, not the process.
- 9) Understand he will not give up easily when rebuffed.
- 10) Provide as many options as possible.
- 11) Provide "pats" on the back for his active participation.
- 12) Be insulated from interruptions to enhance communications.

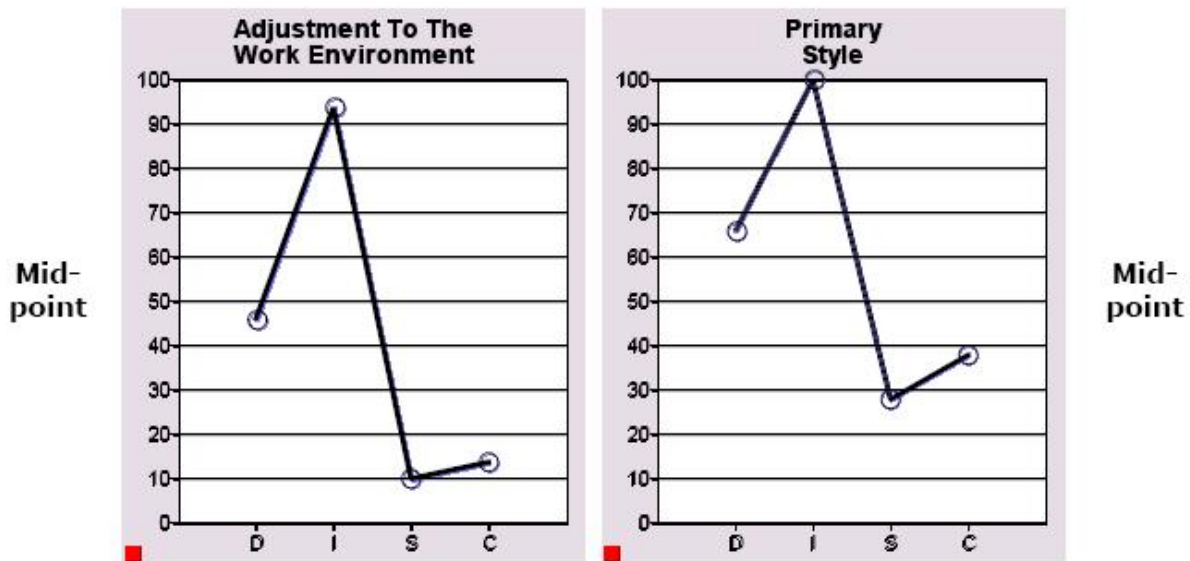
Communication Barriers

Each of us knows how we prefer to have others communicate with us. We are aware of communication mistakes and errors that others make when communicating with us that lead to Communication Barriers. We know what we don't like others to do, say, or use when communicating with us. When communicating with John, reducing or eliminating the barriers emphasized will minimize the stress and frustration often created when communicating with a person of this behavioral style. The number to the left of an item listed below is used to keep record of the item. It does not indicate an item's order of importance.

When communicating with John don't:

- 1) Gloss over problems.
- 2) Say you will get at it "as soon as possible."
- 3) Fail to have stretch goals that will challenge him.
- 4) Overlook demonstrating excitement and enthusiasm.
- 5) Treat condescendingly.
- 6) Dream with him; remain practical.
- 7) Let him mistake your "no" answer for a "yes."
- 8) Get upset when he pushes his own agenda.
- 9) Be put off by his lack of diplomacy and tact.
- 10) Spend so much time in details, you don't get your ideas across.
- 11) Assume he got all the information, particularly if it is long and detailed.
- 12) Forget to follow-up with him.

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Primary Style

Primary Style is the behavioral response that is most reflective of the "real person". This is often referred to as an individual's basic style. Over time the Primary Style is usually very consistent and will not change significantly.

Adjustment to the Work Environment

Adjusted Style is an individual's behavioral response to their work environment. It reflects the behavior they feel will give them the best opportunity to succeed in their job. As an individual advances their career they will encounter new jobs or positions. An individual will often adjust their behavior to meet the needs and demands of a new work environment.